

# The Effect Of Spirituality In The Workplace, Leadership, Non Physical Work Environment, And Organizational Climate On Turnover Intention (Study On Banking Employees In Mataram)

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## ABSTRACT

This study aims to analyze and determine the significance of the influence of Spirituality in the Workplace, Leadership, Non-Physical Work Environment, and Organizational Climate on turnover intention, in banking employees in Mataram City. This type of research is causal associative. This study uses the purposive sampling method in determining the sample—the number of respondents as many as 92 people. Data collection methods in this study were interviews, documentation, and questionnaires. The data analysis technique used in this research is PLS (analysis Partial Least Square) with the help of the SmartPLS program. The results show that Spirituality at Work has a negative and significant effect on turnover intention, Leadership has a negative and significant effect on turnover intention, Non-Physical Work Environment has a negative and significant effect on turnover intention, and Organizational Climate has a negative but not significant effect on turnover intention.

Keywords: Workplace Spirituality, Leadership, Non-Physical Work Environment, Organizational Climate, Turnover Intention

## INTRODUCTION

Termination of employees or termination of employment is not a new thing in the world of work. However, some employees voluntarily resign or resign from their place of work. In fact, not only ordinary employees but also the best employees who have qualified abilities with good achievements. Quoted from (kompas.com), several reasons people resign, such as feeling underpaid, are no longer challenged, feel belittled, the company culture is no longer suitable, and limited company growth.

Turnover High levels also make the company ineffective because it can lose experienced employees and hinder its production process. In today's world, organizations view employee turnover as an unavoidable factor. Succession planning is a proactive approach that ensures that turnover does not harm the organization. Succession planning saves time and cost of recruitment and selection of external personnel (Adebola, 2019). High turnover can harm the organization such as creating instability and uncertainty in the condition of the existing workforce, as well as the high

cost of HR management, such as the cost of training that has been carried out on employees to the cost of recruitment and retraining (Sartika, 2014).

Based on survey data conducted by Compdata (2017), the high employee turnover rate in the industry in Indonesia shows that banking is number 3 with the highest turnover rate of 18.7%. Quoted from Kompas, the turnover or turnover of banking employees can be up to 15% - 20% per year. So, the magnitude of the risk responsibility and the code of ethics borne by a bank employee can trigger high-stress levels. Companies with turnover rates of more than 10% can be classified as high turnover rates.

The desire to leave is an early signal of employee turnover within the company. According to Waspodo, Handayani, and Paramita (2013), the turnover intention is a person's desire to leave the company and try to find another better job than before. Turnover intentions can be voluntary or involuntary. Voluntary turnover intention occurs when an employee decides to leave his own job, usually when the employee perceives another better opportunity than his current position. Meanwhile, the involuntary turnover intention is a measurement of whether the organization concerned plans to remove an employee from a position that causes involuntary turnover (Curtis, 2016).

Spirituality comes from the Latin "spirits," which means something that gives life or vitality to a system or organism. Spirituality is not a matter of religion or belief system. Spirituality concerns something universal, namely values, meanings, and goals in human life that do not depend on any religion adhered to by a person. Organizations with a spiritual culture follow that humans have a mind and spirit, always try to find meaning and purpose in their work, and a desire to connect with others and be part of a community (Riawan, 2010).

According to the research results of Budiono, Noermijati, and Alamsyah (2014), by testing Organizational Commitment, Spirituality at Work on Turnover Intention, the results of the study show that spirituality in the workplace affects turnover intention significantly. The path coefficient obtained is negative, indicating that spirituality at work has a negative influence on nurses' turnover intention, which means that the higher the spirituality at work, the lower the nurse's turnover intention, and vice versa, the lower the spirituality at work. The nurse's turnover intention will be higher.

Wirawan (2014) defines leadership as a pattern of leader behavior in influencing followers' attitudes, behavior, etc. Understanding behavior patterns are not in a static sense but a dynamic feel. From several opinions about Leadership and Leadership, the conceptual definition of leadership is the behavior pattern of the leader in influencing the attitudes, behavior, and so on of his followers. Leadership refers to the Ohio State University theory, namely leadership which views that leadership effectiveness depends on the leader's ability to act and behave in a friendly and supportive pattern, showing concern for his subordinates, paying attention to the welfare of his associates.

Liu, et al. (2013) examined the influence of leadership on employee turnover intentions in Shenzhen and Hong Kong companies. This study resulted in the finding that leadership style has a significant impact on employee turnover intentions. Different results shaw by Overbey's (2012) study that leadership has no significant effect on turnover intention. Somebody found between how a leader exhibits a leadership style and telecommuter intentions to leave the organization.

Wursanto (2009) calls it a psychic work environment that defines "something that concerns the psychological aspect of the work environment." Based on this understanding, it can say that the non-physical work environment is also called the psychological work environment, namely the conditions around the workplace that are non-physical.

Verina (2014) found that the work environment partially affects the employee turnover intention variable, where the non-physical work environment is related to the work environment variable. The higher the comfort of the work environment felt by employees, the employee's turnover intention will decrease. In contrast to the results of Krismonika and Dwiatmadja's (2020)

research, they state that there is no significant relationship between the work environment and turnover intention. The work environment is not an employee factor in deciding to stay or leave a company.

According to Vardi (2001), organizational climate defines climate as a shared perception or assumption about corporate policies and procedures, both formal and informal. Climate represented organizational goals and objectives and the tools and implemented to achieve the desired results. According to Fey and Beamish (2001), in a traditional concept, organizational climate aims to describe the condition at a glance of an organization in a certain period. Organizational climate is "a set of measurable properties of the work environment, perceived directly or indirectly by people who live and work in this environment and assumed to influence their motivation and behavior."

The research results conducted by Datta (2020) show that organizational climate has a negative and significant effect on turnover intention. The better the corporate environment, the lower the turnover intention of hotel employees in India. In line with Obaidli's (2011) research, the organizational climate has a negative and significant effect on turnover intention. Thus, it can conclude that employees who tend to view their work climate more positively tend to show lower intention to quit. , Syamsul's research (2017) carried out different results, namely organizational environment, which do not significantly affect employees' desire to move.

The objectives of this research are:

- 1) Analyzing the influence of Spirituality at work on turnover intention in banking employees in Mataram City.
- 2) Analyzing the influence of Leadership on turnover intention in banking employees in Mataram City.
- 3) Analyzing the influence Non-Physical Work Environment on turnover intention of banking employees in Mataram City.
- 4) Analyzing the influence of Organizational climate on turnover intention of banking employees in Mataram City.

## LITERATURE REVIEW

### Turnover Intention

The intention is an intention or desire that arises in an individual to do something. At the same time, turnover is the cessation or withdrawal of an employee from the workplace. Thus, the turnover intention is the tendency or preference of employees to stop working from their jobs (Zeffane, 2003).

Turnover leads to the absolute reality faced by the organization in the form of the number of employees who leave the organization in a certain period. In contrast, turnover intention refers to the results of individual evaluations regarding the continuation of relationships with the organization that has not realized in definite actions to leave the organization Turnover can be in the form of resignation, transfer out of an organizational unit, dismissal, or death of a member of the organization.

Mobley (2011) states that three indicators can measure employee desire to leave the organization. The three indicators are as follows:

1. Thoughts of quitting
2. Desire to leave (intention to quit)
3. Desire to find another job (intention to search for another job)

Turnover Intentionemployee is the employee's desire to make a permanent voluntary resignation from a company. Turnover intention can be detrimental to the company because employees who desire to leave no longer focus on work. Their hearts and souls are no longer in the company, so they are just waiting for the time to move to another company. So that will cause low productivity, low work motivation, and low discipline.

## **Spirituality at Work**

According to the Big Indonesian Dictionary (2008), spiritual means relate to the nature of the psyche (spiritual and inner). Spirituality is an awakening or enlightenment within oneself to achieve purpose and meaning in life and the most fundamental part of one's health and well-being problems (Hasan 2006).

Spirituality in work is defined as a framework of organizational values as evidenced by a corporate culture that encourages employees' transcendent experiences through the work process and feelings of connection with others, resulting in incompleteness and happiness (Jurkiewicz & Giacalone, 2004). Spirituality in the workplace focuses on tolerance, patience, goals, and thoughts related to organizational norms to form personal values. At the same time, religion is related to a particular belief system, namely faith and belief.

Spirituality in the workplace has nothing to do with organized religious practices, nor is it about God or theology. Spirituality in the workplace recognizes that humans have an inner life that grows and nourishes by meaningful work in a community context. Organizations that support spiritual culture acknowledge that humans have a mind and soul, seek meaning and purpose in their work, and a desire to connect with others and be part of a community (Robbins, 2015).

Indicators of spirituality in apes, according to Milliman, Czaplewsk, and Ferguson (2003), are as follows:

1. Meaningful work
2. Sense of community (Sense of community)
3. Enforcement of values in the organization (Alignment with organizational values)

## **Leadership**

Leadership is the ability to influence a group towards the achievement of goals. Leadership is an interpersonal influence carried out in certain situations and directed through the communication process towards achieving one or several specific purposes. Leadership concerns the deliberate social impact exercised by one person on others to structure-activity and effect within a group or organization.

Leadership is a process of influencing others to behave following the wishes of the leader. Successful leadership is a leader who successfully achieves organizational goals without considering whether or not others feel compelled to do so. It will create a dilemma in achieving organizational effectiveness. On the other hand, the organization's effectiveness showed from the output performed and from the sales results obtained. Concerning leadership, organizational effectiveness is seen from achieving goals, or the leader says to be effectively measured from the achievement of goals. The problem is whether an effective leader is measured solely by the achievement of output, usually short-term. If the main goal is output, there is a tendency for leaders to ignore the human aspect. This neglect can result in organizational collapse due to increased turnover, decreased job satisfaction, and reduced productivity. Therefore, influential leaders must also pay attention to the human aspect to raise support (Badeni, 2013).

## **Non-Physical Work Environment**

According to Widodo (2014), the work environment outside the organization could affect employees in doing work and ultimately affect organizational performance. Organizations Every employee asks the organization to provide a sense of comfort and security in doing their job (Febriani & Indrawati, 2013). A work environment is a place or condition where employees carry out activities properly if the atmosphere feels comfortable, safe, and clean, which can later determine a company's success. Supardi (2003:37) states that the work environment is a situation around the workplace both physically and non-physically that can give the impression of being pleasant, secure, and reassuring.

According to Sedarmayanti (2011), the work environment is divided into a workplace environment or physical work environment and work atmosphere or non-physical environment. Rahmawanti, Swasto, and Prasetya. (2014) stated that to achieve the goal, the company must create a work environment that is both physical and non-physical. The internal and external factors that exist around the workplace of each employee in the form of physical places such as chairs, tables, and other work equipment that can affect employees in carrying out their daily tasks and work are called the physical work environment. This study emphasizes the non-physical work environment variables because the non-physical work environment is closely related to the relationship between workers and management or co-workers, the level of welfare, especially non-cash benefits,

### Organizational Climate

Holloway (2012) defines organizational climate as a set of measurable properties of the work environment that are felt or seen directly or indirectly by people living in that environment and are assumed to influence their motivation and behavior. While Yuliana (2007) argues that organizational climate refers to the shared perception of informal and formal corporate policies, practices, and procedures. It can say that organizational climate is a condition or characteristics or traits that describe a psychological environment of organizations felt by people in the corporate environment.

### HYPOTHESIS

Hypothesis 1: Spirituality at work has a negative and significant effect on turnover intention

Hypothesis 2: Leadership has a negative and significant effect on turnover intention

Hypothesis 3: Non-Physical Work Environment has a negative and significant effect on turnover intention

Hypothesis 4: Organizational climate has a negative and significant effect on turnover intention

### METHOD

The type of research conducted is causal research. The sample in this study were banking employees in Mataram City, namely Bank Mandiri, Bank Negara Indonesia (BNI), Bank Rakyat Indonesia (BRI), State Savings Bank (BTN), and Bank NTB Syariah in Mataram City, totaling 92 respondents. The data collection tool uses a questionnaire. The data collected were analyzed using the structural equation model partial least square (SEM-PLS) analysis.

### RESULT

The results of the significance test of each influence between variables can see in the following table:

**Table 1. Structural Model (Inner Model)**

Relationship Between Variables	Path Coefficient	T Statistics	P Values	Information
Spirituality → Turnover Intention	-0.298	1.997	0.046	Negative and Significant
Leadership → Turnover Intention	-0.506	4.491	0.000	Negative and Significant
Non-Physical Work Environment → Turnover Intention	-0.182	2.082	0.038	Negative and Significant
Organizational Climate → Turnover Intention	-0.003	0.023	0.982	Negative and Insignificant



Table 1 shows The influence between each variable in this study summarized that Spirituality in the Workplace, Leadership and Non-Physical Work environments negatively and significantly affects the variable Turnover Intention. In contrast, the Organizational Climate Variables have a negative but not significant impact on the variables Turnover Intention to banking employees in Mataram City.

## **DISCUSSION**

### **The Effect of Spirituality at Work on Turnover Intention**

Hypothesis 1 states that Spirituality in the Workplace has a significant and negative effect on Turnover Intention. The test results on the parameter coefficient between Spirituality and Turnover Intention showed a negative impact with a coefficient value of -0.298 and a p-value of 0.046, indicating a negative and significant impact. The p-value is below the value of = 0.05. Thus  $H_a$  is accepted. It shows that Spirituality has a negative but not significant effect on Turnover Intention.

Related to the findings of this study, Spirituality in the Workplace has a negative and significant effect on Turnover Intention of Banking employees in Mataram City due to several facts, including feelings of meaning at work. If employees feel the importance of work, such as making work part of the experience, feeling that their work is related to essential things in the company, and seeing socially good things, employees enjoy working more. When employees enjoy work, it will reduce the feeling of wanting to leave the company. Work is an essential thing in life, in working to seek financial compensation, but how an employee makes work a good thing in life.

Corresponding research result had (2017) states that spirituality has a negative and significant effect on turnover intention. This study reveals that the higher feeling of spirituality in the workplace, the lower the turnover intention.

### **The Effect of Leadership on Turnover Intention**

Hypothesis 2 states that Leadership has a negative and significant effect on Turnover Intention. The test results on the parameter coefficients between Leadership and Turnover Intention show a negative influence with a coefficient value of -0.506 and a p-value of 0.000, indicating that the leadership variable has a negative and significant impact on Turnover Intention. The p-value is below the value of = 0.05. Thus  $H_a$  is accepted.

Related to the findings of this study, it has a negative and significant effect on Turnover Intention of banking employees in Mataram City due to several facts, such as analytical skills, communication skills, courage, listening skills, and the firmness of a leader. When a leader has good analytical skills, such as analyzing problems carefully, it will make employees happy at work. When the leader can carefully diagnose the problem, it makes employees not work double because the leader will analyze the situation well and complete the task will not come again with the same problem.

The results of this study support the results of Iskandar's (2013) research, which found a significant influence between leadership on the turnover intentions of front office department employees at the Ibis Bandung Trans Studio Hotel. This study resulted in the findings that there is a significant influence between leadership on employee turnover intention. So if the leadership in the company is good, employees will tend to discourage their intention to leave and switch to another company. In other words, they are more willing to stay in the moment.

### **The Influence of Non-Physical Work Environment on Turnover Intention**

Hypothesis 3 states that the Non-Physical Work Environment has a significant and negative effect on Turnover Intention. The test results on the parameter coefficients between the Non-

Physical Work Environment and Turnover Intention showed a negative impact with a coefficient value of -0.182 and a p-value of 0.038, indicating a significant effect. The p-value is below the value of = 0.05. Thus  $H_a$  is accepted. It shows that the Non-Physical Work Environment has a negative and significant impact on Turnover Intention.

Supervisors have a negative and significant effect on the Turnover Intention of banking employees in Mataram City. The relationship between employees, superiors, and co-workers is an essential factor in making employees comfortable and wanting to stay in the company for a long time.

Following Verina's research (2014), the work environment partially affects the employee turnover intention variable where the non-physical work environment is related to the work environment variable. The higher the comfort of the work environment felt by employees, the employee's turnover intention will decrease.

### **The Effect of Organizational Climate on Turnover Intention**

Hypothesis 4 states that Organizational Climate has a negative and significant effect on Turnover Intention. The test results on the parameter coefficient between climate and turnover intention showed a negative impact with a coefficient value of -0.003 and a p-value of 0.982, indicating that the effect was not significant. The p-value is above the value of = 0.05. Thus  $H_a$  is rejected. It shows that Organizational Climate has a negative but not significant effect on Turnover Intention.

The factor that causes the organizational climate variable to be insignificant on the desire to move because the company due to monotonous work, thus making employees bored with tedious work. In addition, Bank employees must concentrate 100% because the result is very detailed and no mistakes should occur. If you make a few mistakes, it is fatal, such as entering the wrong account number will go into someone else's account. Another example is when closing money on the physical and system, and there is a difference. Then there is a problem that occurs.

Another factor is the target given by the company, which is the burden of the Bank's employees. If the employee does not meet the target set by the company, the employee will not get a high annual bonus. The mark given affects the performance level. When the target does not meet, then the employee tends to be unproductive. If the employee is not productive, then the employee may be transferred to an uncomfortable place.

If an employee faces a job that is not clear, such as an employee given a job that is not following the employee's job desk, it will not make the employee think about leaving. Many solutions can solve this problem, including employees can ask colleagues about the tasks assigned. It doesn't mean that the employee will give up on it when an employee gets a difficult job.

This study follows Syamsul's (2017) research; namely, organizational climate does not significantly affect the desire of employees to move to PT. Oto Finance Banda Aceh Branch.

### **CONCLUSION**

1. Spirituality in the Workplace has a negative and significant effect on Turnover Intention. It shows that the employee's perceived spirituality affects the employee's desire to leave the company.
2. Leadership has a significant effect on Turnover Intention. It shows that effective leadership shows the level of Turnover Intention will be lower
3. Non-Physical Work Environment has a significant and negative effect on Turnover Intention. It means that the more comfortable the Non-Physical Work environment or, the better the employee's relationship with superiors and co-workers, the lower the level of Turnover Intention will be.

4. Organizational climate has no significant effect on turnover intention. It indicates that organizational climate has no impact on turnover intention.

## RECOMMENDATION

1. The Banking Industry should to manage employees Spirituality in the Workplace, Leadership, relationships between superiors and employees, and Organizational Climate are not only temporary so that later there will be a turnover of employees which is too high, especially the need to determine policies regarding providing rewards for employees who undergo a process of involuntary turnover. The more Turnover Intention of employees makes the company's productivity unstable.
2. The variables in this study only affect 65.5%. Other variables influence the rest, so that future research can add additional variables that can affect the tendency of Turnover Intention such as organizational culture, Work-Family Conflict, and work motivation so that it can provide a broader picture of what factors affect Turnover Intention other than Spirituality in the workplace, Leadership, Non-Physical Work environment, and Organizational Climate.

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